CHAPTER 10

Tools and Techniques

Build-Out Analysis

A build-out analysis is used to estimate and describe the amount and the location of future development that may be allowed to occur within a specified area or a given community under current development regulations. Through a series of maps and charts, the build-out analysis provides an estimate of the total number of houses, commercial/industrial square footage, and population that could result if all the unprotected, buildable land within a community or specified area is developed, if no more land is permanently protected, and if local zoning and subdivision regulations remain unchanged. This information is instrumental for estimating future demands on public infrastructure and the environment. It is also beneficial in allowing a community to test its development regulations – to get a glimpse of its possible future when all the remaining buildable land is developed to the maximum extent allowed under existing regulations.

In evaluating future development possibilities, a build-out analysis can help answer such questions as

- How much land area can be developed under existing land use regulations, and where will this growth occur?
- How many residential lots could there be, and how much will the population of the community increase at full build-out?
- Are there areas projected for development that the community would prefer not to develop, or to develop at lower densities?
- Are there areas that the community would prefer to develop at higher densities?
- What steps should the community be taking now to accommodate future growth?

When using a build-out analysis, a number of different future development scenarios can be compared, and a community can gain a better sense of the type of development pattern it would like to achieve. This in turn helps to remind us that we should plan if we desire to effect a different end result.

It is recommended that a build-out analysis be conducted primarily for those communities experiencing rapid growth and a dwindling supply of vacant land. It is not recommended for those communities that have preserved large amounts of vacant land because the analysis could result in misleading representations of the amount of buildable land available.

How to Conduct a Build-Out Analysis

There is a wide range of techniques and models used to conduct a build-out analysis, but basically such an analysis boils down to a two-phase process that involves mapping and quantitative estimates. The use of GIS significantly improves the process and makes it more efficient to complete. The following instructions are provided to assist small communities that may desire to undertake a simple, manual build-out analysis. Larger cities and towns will want to use GIS. The methodology remains the same, except where noted.

Stage I: Mapping and Interpretation

The first step is to prepare a large base map of your community, which can be mounted on hard backing or on a wall, along with four clear overlay sheets. Additional overlay sheets will be added later to illustrate possible future development scenarios for your community.

The base map should show the following:

- the boundaries of your community
- a north arrow and map scale
- existing streets
- tax parcel boundaries
- surface water areas (lakes, rivers, streams)

On separate overlay sheets:

1. Delineate all the land area within your community that cannot be developed due to public ownership, conservation easements (deed restrictions), utility easements, or natural factors such as wetlands, floodplains, and steep slopes over 25%. This information should already be available from your natural resources inventory maps and your development constraints map.

2. Delineate all the undeveloped land area within your community that could be developed in the future. This information should already be available from your development opportunities map. It is important when delineating this information that you include both vacant lands and buildable lands. Buildable lands are those that are suitable for development, i.e. free from any development constraints.

3. Delineate all the land within your community that has already been developed and contains existing buildings and structures and lot lines. This information will be available from your existing land use map. You do not need to show each residential, commercial, or industrial land use type. You can combine all your developed land together as one overlay.

4. Delineate the zoning district boundaries from your community's zoning map. All you need to do here is just show the zoning district boundary lines.

When you have completed all four sheets, lay these sheets on top of your base map. Each one of the overlay sheets represents a data layer, if you are using GIS. Divide your community into equal geographical sections or regions. Within each section, take a close look at the undeveloped but buildable land area and how it is currently zoned. Identify the tax map number of each parcel of buildable land. Within each parcel, highlight the land area that is buildable and calculate the acreage.

For each buildable land area that is zoned residential, apply your community's road standards and minimum lot size and frontage requirements, as if the land could be developed to the maximum extent allowable. In other words, estimate mathematically the number of housing units that could be allowed on the land based on these regulatory standards. For commercial or industrial zoned land, estimate the number of buildings or the maximum building size that could fit on each parcel, keeping in mind the possible use and your community's setback, parking, landscaping, building height, and other zoning standards. This should result in a floor area ratio.

Depending upon the size and scale of your base map, you may be able to mark physically, or illustrate directly on the overlay sheet, the number of new house lots or the relative size of the buildings that could be developed. Keep a running total of the number of new house lots and buildings and the acreage (the estimated future development potential) within each section or geographic region.

If your community has a high percentage of undeveloped or underdeveloped land, you may want to prepare staggered overlays showing a possible progression of growth in those areas. For example, the first overlay might show growth along major roads and on large parcels. The next overlay could show growth on the next most desirable parcels. The last overlay would show growth on the least desirable parcels. In this fashion, you would be developing and comparing possible growth scenarios.

Stage II: Quantitative Analysis

After you have completed all your build-out estimates, the next step is to quantify this information. This is where the use of GIS mapping layers and associated databases comes in handy. Under many GIS build-out models, the total number of potential new residential dwellings is calculated simply by dividing the total buildable residentially zoned acreage by the minimum lot size as set forth by the zoning district. Sometimes a development factor is applied to give this estimate a measure of reality, as it is to be expected that design issues and required rights-of-way in a large subdivision will often result in a smaller number of lots created than the maximum allowed. This approach is acceptable, but an even more realistic figure can be determined by estimating the number of new dwellings on a parcel-by-parcel basis, based on zoning and the size and shape of the individual parcel.

If you quantify your estimates in this fashion, you should prepare a spreadsheet for each section or region of your community, identifying the total acreage of buildable land by zoning district, the total number of potential new dwelling units, and the number of commercial and industrial buildings/square footage by zoning district.

Using your community's average household size, population, and housing data, you can then project a future population size and total number of housing units. You can also calculate the future population and housing density of each section or region if you know the square mileage of each area. Density is typically expressed as the number of people or housing units per square mile. This information is particularly helpful as your community considers the demands that future build-out growth will have on schools, water supply, sewage, utilities, and the like. It is also helpful for evaluating your community's overall growth potential and in shaping the future development of your community with a preferred development scheme and future land use plan.

After you have completed all of the overlays depicting maximum growth potential of the area under study, take a close look at the resulting development patterns. Build-out analyses are meant to promote an understanding of the implications of current land use practices and the consequences of existing land development regulations. Is this how you would like to see your community develop in the future? Are there alternatives? If so, what are they?

At this point you should consider the various future development scenarios that were developed under Phase II of the master planning process. It is possible to use the same methodology as described above to prepare build-out estimates for each scenario. After you have completed this, compare the build out results and select the scenario that best fits your community's goals and visions.

Helpful Hint: *It is advisable to facilitate a public workshop at this point to present your findings and to seek public input. Once your community has had an opportunity to evaluate the results of the build-out analysis and to compare various development scenarios, the next step in the master planning process is to select a preferred development scheme. The preferred development scheme will form the basis of your future land use map.*

Strategies for Getting the Public Involved

1. Publicity

Publicity can take many forms. You can provide press releases to local and regional newspapers and cable television and post them on a web page. You can write articles for local newspapers, newsletters, your community cable channel, radio stations, and the Internet. You can prepare flyers and send them out to a variety of local organizations. You can send information, fact sheets, and community surveys and questionnaires home with school children. You can also post flyers around town, especially at locations frequently visited by residents, such as the town hall,

post office, library, convenience stores, pizza shops, and so forth. Effective also are telephone calls and word of mouth. You can also promote workshops to friends and neighbors.

2. Information /Neighborhood Meetings

It is helpful to hold at least one community-wide meeting or public forum about the master planning process. A series of meetings can be rotated around the various neighborhoods in your community, so the greatest number of people can attend. The goals of these meetings should be: 1) to educate people about your community planning process; 2) to explain how each resident can participate in the process; 3) to describe how the plan will affect them; and 4) to reiterate how important their input is. These meetings also present a good opportunity to gain feedback and recommendations on issues.

3. Charrette

A charrette is an intense, interactive, problem-solving process conducted through meetings held to focus on a specific issue. If you hold a charrette, it is advisable to videotape it and then broadcast it over the local cable channel. Public workshops should be utilized as an avenue for disseminating information and collecting input. You can use the initial public workshop as an opportunity to educate the public on the purpose and benefits of the master plan. It is important to relate the plan to individual concerns, to maintain interest in the process. The workshop can also be used to identify the main goals for the various elements of the plan.

A charrette should be interactive. A facilitator should be identified ahead of time to guide the discussion. It is important to make everyone feel as though they are part of the process. If there is a small turnout, the entire group can take part in an open discussion. For a larger turnout, the group may be divided into subgroups, each charged with discussing a specific topic for a certain period of time. Once the allotted time is up, the larger group can reconvene and share the results of individual discussions.

4. Focus Groups

A focus group is another means of getting residents involved in master planning. Unlike public meetings, surveys, or even charrettes, focus groups are geared to one specific topic. Generally they are focused on individual chapters of the master plan. The group is used to test, brainstorm, and discuss specific aspects of the master planning process. Focus groups also serve as an effective way of bringing diverse interests together.

5. Interview

Another way to involve people in the master planning process is to interview them, either in person or by telephone. Like the focus group, an interview is a means of getting people involved. You should develop a survey form or questionnaire before conducting an interview, so that you know ahead of time the types of questions you want to ask. Your planning board, town officials, representatives from the business community, and representatives from various other community organizations can help you determine who should be interviewed.

Community Surveys

The citizen survey is one of the most basic means of collecting data and opinions representing the experiences and beliefs of all citizens and, where appropriate, of specific population groups within the community. More importantly, it is one of the means by which citizens can have direct input into the planning process.

1. Why Conduct a Survey?

One of the most critical steps in any public planning process is to find out what citizens are concerned about. Identifying key issues through public meetings can be very effective. However, many people simply cannot, or will not, attend a meeting or public forum. A community survey allows residents to have direct input into the planning process while maintaining their anonymity. A good survey seeks to

uncover ideas and opinions from a large, representative number of citizens in an affordable, well-organized, and focused manner. **Click here for sample surveys**.

For the master planning process, the most popular surveying tool is the mailed survey form. Other surveying techniques include telephone and in-person interviews. Each technique has its strengths and weaknesses. Combinations of these techniques can be used to collect specific kinds of data.

2. Information Needs

When contemplating which questions should be asked on a citizen survey, it is important first to identify the information that you are seeking and the people with whom you will be working. It is equally important to consider how you will be collecting and organizing the information from the survey forms. Keep your survey simple and easy to understand.

3. Things to Keep in Mind

The planners from the Pioneer Valley Planning Commission who prepared the original *Planner on a Disc* suggest the following tips for the development of a community survey:

- Think about what you absolutely need to know from citizens – do not ask frivolous or unnecessary questions or you will risk losing your audience.
- Consider the time commitment you are asking from the person responding. It should take no more than thirty minutes to complete the survey.
- Make it easy to answer. If you have opted to conduct a phone survey or interview, keep the questions short and uncomplicated. If you are distributing a written form, make it easy to read and understand. Provide a pre-addressed envelope with adequate postage, as well as alternative return methods such as drop-off boxes at the library, town office, or local schools.
- Plan the questions so that the answers are "ready to use." One of the most expensive and time-consuming portions of a surveying project is data tabulation and analysis. The answers to your questions are useless unless you can access the information in a usable form.
- Quantifiable results are the easiest results to understand and summarize. Whenever possible, give the respondent a set of choices. Open-ended questions are rich in information, much as a mountain is rich in gold. The problem is, getting to the goldtakes quite a bit of effort. Consider using open-ended questions sparingly, for responses that are difficult or impossible to categorize.

4. When Conducting a Survey

- You don't have to survey every last citizen or household in your community. Sampling allows you to obtain important information without the expense of a universal effort. The survey can be a useful awareness tool, as well as an information-gathering device.
- A universal survey will help you raise awareness in the community that the planning process is underway.
- Consider sampling certain questions in a universal survey. In other words, you may wish to send survey forms out to each household, but you do not need to tabulate each answer to each question.
- Advertise the fact that the survey will be taking place. Methods include: a pre-mailing announcement via postcard, a brief story or notice in the local paper, posters displayed in places that a cross section of citizens visit on a regular basis (post office, store, town hall, recycling center, school), and announcements at public meetings and events.
- Provide incentives for responding to the survey – a coupon for a free donut or cup of coffee for each survey returned, access to the results for special interest groups (perhaps a summary of results pertaining to senior issues or school issues), door prizes for the first 100 respondents, or another such reward. Appeals to civic pride and duty are successful with a certain number of citizens, but everyone appreciates giveaways.
- Allow a reasonable amount of time for people to respond – not less than two weeks for a mail survey.

5. Follow-Up

A successful survey is one that's highly publicized before it hits the streets and after responses have been tabulated. Use whatever means necessary to get the results out. Allow citizens to see them so that they feel their time has yielded something tangible. A pub-

lished summary could be mailed to citizens, if your budget allows, or a synopsis might be reproduced in a local newspaper or on the community website.

Tips for Writing Press Releases

1. Format

It's best to limit any public release to one page in length and to make sure the first paragraph says concisely what you want the media to cover or announce. Subsequent paragraphs can reinforce the message of the first. If you must spill over to a second page, type "MORE" at the bottom center of the first. The release's first page should be on letterhead, with all subsequent pages on plain white paper. Pages of a press release are not numbered.

2. Content

The general rule for a press release is that it should be about one thing only – one specific bit of news. This may appear limiting, but it forces you to concentrate on tailoring the release to your reader, who is not the general public but an editor or reporter. A general release, or one that tries to cover too many topics of the same weight, will annoy the editor, who is trying to figure out what is being announced. If the release's value will be enhanced by background or tangential information, write a backgrounder to accompany it.

The media must have complete information that fills in as many gaps as can be anticipated. The more answers the release gives to the standard journalistic questions *who, what, where, when, why,* and *how,* the more accurate the resulting story will be.

Finally, the press release needs to cue the media on what you want them to do. Do you want them to make an advance announcement that will get people to attend a meeting or event? Do you want them to cover the meeting/event and write about it? Both? Consider these questions when you write the release.

3. Timing the Release

Your media cueing leads to the all-important consideration of timing. For example, if you want to give the public plenty of advance notice for a conference, media outlets need to receive the release at least a couple of weeks in advance; you should indicate "For Immediate Release," along with the current date. If you want news outlets to wait until a certain date to run the information, indicate "ADVANCE – August 1, 2004," for example. If you just want the media to cover something but don't want them to announce it beforehand, indicate that by stating, "Not for advance release – media coverage only," or words to that effect. **Click here for a sample press release**.

Printing and Publishing Your Master Plan

Most publishers will tell you "it's all about communication and presentation"; what they are referring to is layout and design. And they are right, to a certain degree. The appearance of your document says a lot about its contents; how it is packaged and presented is also critically important. Whether you should go about the expense of hiring a publisher or look for ways to publish your plan by less expensive means is an important consideration. The answer obviously depends upon your budget and the expectations within your community for a quality master plan product.

Before you make your decision, find out whether there are any publishing or graphic design artists in your community who would volunteer their skills and time. If so, you are way ahead of the game. Quite often, they can take a dull-looking report and add photographs, graphics, and other design features to enhance its overall image. They might also design a logo that could be used throughout the document.

Alternatively, you may have staff working for your municipality who have experience in desktop publishing and printing and who can assume many of those responsibilities. However, there is only so much that your staff can accomplish. To produce a top-quality product, you may have no choice but to engage a publishing expert. If your community has a planning consultant, he or she may have the experience to handle this responsibility; but as a rule, the municipality is left to address this issue. That is why there are so many dry and dull-looking plans sitting on shelves, collecting dust.

The cost for design and layout work can range from $50 to $100 per hour, depending upon the size of the job and how you want your plan presented and printed. One of the advantages of using a publisher is that she or he can often get a reduction on printing costs, which are a major budgetary consideration. Most publishers have established business relationships with printers and can assume the entire job from start to finish, freeing you from having to make separate arrangements for graphic design, layout, and printing. This can serve as a huge advantage if you do not have the time to manage the entire process. The publisher can also give you advice on how best to publish your plan within your budget.

Whether you work with staff, volunteers, or professional publishers, you will need to decide exactly how you want your plan to look – its size, binding, cover page, paper stock, and the number of printed copies. You will also need to decide whether you want certain pages and maps printed in color. All of these decisions will affect the total printing cost of your job.

1. Estimating Costs

Most publishers will give you a total cost estimate to do the job, from layout and design to printing and binding. Typically, this estimate will include first, second, and final layouts of the completed master plan. Editing and proofreading are generally a shared responsibility. Upon your sign off, the publisher will submit the job to the printer for printing and delivery.

When you receive the publisher's estimate, you should request a breakdown of the costs. Your printing costs will generally be determined by the following factors:

1. The number of hard copies of the plan you request
2. The number of pages in your document (single or double sided)
3. The number of colored pages in your document
4. The weight and size of your pages
5. The number of color slip-sheets and interior tabs
6. The type of cover and binding

Examples of actual cost estimates for the printing of fifty master plans and four thousand copies of an executive summary are provided below:

2. Continued Estimate for Design, Layout, and Printing

The designer will provide the town with first, second, and final layouts of the completed master plan. The consultant working with the town and planning board will proof and edit the layouts. Upon final client approval, the designer will submit files to the printer for final delivery and printing of fifty full-colored documents. It is estimated that the final master plan will contain 180-200 pages. To provide for easy updating by the town in the future, the final printed master plan document will be provided in one-inch capacity white binders.

The copy of the completed master plan will be supplied by the consultant both as hard copy and electronic (MS Word) files, as well as clean letter-sized printouts for scanning. Maps and charts will be reproduced in an 8.5" x 11" format. The consultant will provide approximately ten photos as original prints to be scanned by the designer. The designer will design a color slip-sheet and interior tabs, and will format the text pages, adding graphics (in Quark Express – Mac version). Proofreading includes checking the final layout for two revisions against the original documents to make sure all elements are included. Design and layout work will take 266 hours at $75.00 per hour ($19,950). Printing and cost of materials is $1,000.

3. Continued Cost Estimate for Executive Summary Design, Layout, and Printing

The designer will provide the consultant with first, second, and final layouts of the completed executive summary. The consultant working with the town and planning board will proof and edit the layouts. Upon final client approval, the designer will submit files for final delivery and printing of four thousand copies of the executive summary. The completed executive summary will be supplied by the consultant both as hard copy and electronic (MS Word) files; maps, charts, and photos will be borrowed from the master plan and reproduced in an 8.5" x 11" format. The designer will design a cover, format the text pages, and add graphics (in Quark Express – Mac version). Proofreading includes copy review with editing suggestions and checking the final layout against original documents to make sure all elements

are included. Design and layout work will take 84 hours at $75 per hour ($6,300). Printing and cost of materials is $7,700.

Maps

Geographical information is a critical component of any planning process. The ability to see important land use trends reflected on a physical map will greatly increase the validity and accuracy of the strategies developed in your master plan. Maps also play an important role in educating people and public officials about critical planning issues.

1. What Information Should Be Mapped?

The development of the sections you include in your master plan will, to a certain extent, determine the types of maps you will need. The following maps are identified according to their importance:

Land Use
- existing and future land use (necessary)
- development opportunities (recommended)
- subdivision/development trends (optional)
- build-out analysis (optional)

Transportation
- administrative and functional highway classifications (recommended)
- existing and projected traffic flow (recommended)
- road surface management system (recommended)
- traffic analysis zones (optional)
- accident data (optional)
- local intersection improvements (optional)
- other transportation improvements (optional)
- bicycle and multi-use trails (optional)

Community Facilities
- community facilities (necessary)
- special improvement/tax districts (optional)

Natural Resources
- environmentally sensitive areas (recommended – see the description on pages 20 and 21 and the basic natural resources inventory on pages 53-57)
- open space and conservation lands (optional)

Natural Hazards
- natural and community hazards (recommended – see the description on page 21 and the natural resources inventory on pages 53-57)
- development constraints (recommended)

Recreation
- recreational facilities map (recommended – this map can also be combined with the community facilities map)

Utility and Public Service
- utility service areas or separate public water and sewer maps (necessary)

Cultural and Historical Resources
- historical and cultural resources (recommended)

Regional Concerns
- regional setting (optional)

In addition to the above maps, many master plans also include
- a base map showing tax parcel information, roads, and hydrology
- a slope or topographic map
- a soils map
- a zoning map with recommended revisions

2. Additional Mapping Information

The Massachusetts Pioneer Valley Planning Commission's *Planner on a Disc* identified the following points to keep in mind when considering mapping for a master plan:

- Maps can be expensive to produce. Consider local resources and collect all the mapping information you have locally and from state and regional planning commissions before paying a consultant to create a new map.
- Consider historic maps as a resource for current mapping; some basic information does not change. Use older maps, wherever practical, to save time

and money when producing new documents.There may be information on older maps that simply does not exist anywhere else. Compare old information to new data and mapping so that your community can learn about historical changes in development patterns, the landscape, and local planning goals.

• Be wary, though, of older maps – particularly those of uncertain origin. If the information on the map is not documented, do not assume that it i s accurate. Maps are tools and, as such, can be used to accomplish many things. If you do use information from an older map, be sure to document this fact on the newer map or in your plan or report.

• Do not be tempted to create maps just because you can. Use maps carefully and in the right context. The use of too many maps can decrease the effectiveness of the truly important maps, which communicate critical geographic information in a way that no other tool can.

• Use maps to address specific issues. A map showing all of the home-based businesses in your neighborhood or a map of subdivision activity since your last master plan can be an effective way to bring focus to a particular problem or success s story in your community.

3. Sources of Maps and Mapping Data

- Municipal sources (Planning Department, Public Works)
- New Hampshire Department of Transportation
- Regional planning commissions
- GRANIT, Complex Systems Research Center,
- University of New Hampshire
- Federal government (USGS Topographic Maps)

Click here to view sample maps.

Visioning Models

1. The UNH Community Profile Project

The University of New Hampshire (UNH) Cooperative Extension Service has developed the Community Profile Project, which offers citizens an opportunity to work together in action groups to address issues in their communities. This process helps strengthen communities by enhancing

- citizen involvement
- community consensus
- positive energy
- future planning and visioning
- community spirit

Many cities and towns have conducted a community profile as a community visioning process for their master plans. As of this writing, the UNH staff is working on new techniques to organize the Community Profile Project for use in master plan projects (contact the Cooperative Extension Office to see the Town of Londonderry's Community Profile Project). Because the community profile process enables communities to take stock of where they are today and develop an action plan for the future, it has been helpful in developing widely accepted vision statements and community goals that have been incorporated into master plans.

The community profile works as a self-evaluation tool that draws on the collective wisdom of participants and helps to develop problem-solving abilities. It also provides a means for citizens to affirm community strengths, collaborate, and manage change. One of the major outcomes of the community profile is that it fosters more citizen participation in community and government affairs. The following eleven components form the basis for initial discussion during the community profile:

1. Effective community leadership
2. Informed citizen participation
3. Sense of community
4. Fostering health, families, individuals, and youth
5. Lifelong education and learning
6. Community services, facilities, and utilities
7. Recreation and cultural heritage
8. Working landscape and the natural environment
9. Economic vitality
10. Growth and development
11. Transportation

These components are recognized by community development researchers as key qualities that contribute to a healthy community. The community profile takes about 4 to 6 months to plan and organize

and a weekend (usually a Friday evening and all day Saturday) to implement. There are two distinct parts: the planning/preparation and the event itself. The planning is critical to the success of the profile. If the entire community is not represented within the event, or not given the opportunity to participate, the results will be open to challenge. The participants must represent a broad cross section of the community so the process is not perceived as an attempt by a specific group to impose its wishes and values upon the community.

The community profile event typically starts off with a potluck dinner on the evening of the first day. After presentations by the steering committee, the lead facilitator takes the community participants through a variety of exercises. As a large group, they are asked to share their positive or negative feelings about what their community is like now and what they desire it to be like in the future. All responses are recorded for inclusion in the final report.

The facilitator then introduces the components of a successful community, as noted above, and divides the large group into smaller discussion groups. On the morning of the second day, the lead facilitator welcomes participants back as a large group for reports on the results of the Friday night small-group discussions. Participants are asked what key issues they heard, and those issues are grouped by the lead facilitator into 6 to 10 broad themes. This is done with the consensus of the entire group. People then break into small working groups to discuss the theme of their choice. The small groups define problems or opportunities pertaining to the issue and what they hope to accomplish in the form of project goals. Potential problems or solutions are proposed, and these are rated on an impact-feasibility basis. Three projects are selected, based on their location on the impact-feasibility grid, to bring to the entire group.

At the end of the morning, the large group reconvenes to hear the reports from the morning's small groups. The lead facilitator asks, "Which project do you think we should move forward on? Which is the most important project for our town right now?" The large group votes on projects, and those with the most votes are worked on in the afternoon's small groups. Participants choose the project they want to work on in the afternoon, addressing critical steps to implementation.

The final plenary session includes a discussion of the questions: "Where do we go from here?" and "What kind of communication system will exist? Can the group decide on future meetings?" A member of the steering committee closes the event, to give the community ownership of what has occurred, and a final report is prepared by UNH Cooperative Extension staff, including all the information recorded throughout the two-day event and in the plenary session. This report can then be used in building the vision statements of the community's master plan.

The advantages of the community profile are that (1) it is effective in that it narrows down numerous issues into community-defined projects and feasible action groups, and (2) it helps to re-energize community spirit and increase public participation in local government. The process is also community-driven and inexpensive. It requires only a modest cash payment to UNH, of approximately $500. The community must raise additional funding to pay for food and materials, typically through contributions and donations.

2. Chattanooga, Tennessee

Chattanooga is one of the best-known examples of a community that addressed its problems through a visioning process. Chattanooga utilized a creative, consensus-building, participatory process to formulate a shared vision of the future. Through this process, the community set goals to achieve that vision, designed action plans, and implemented projects to achieve their goals.

In 1983, community members met to discuss ways to improve conditions in Chattanooga. Real change began in 1984, when citizens decided a new approach was needed. They realized that profound change would only result from a public process in which a shared vision for the future was created. Hence, the non-profit organization Chattanooga Venture was established. This organization would design and facilitate a strategic planning effort, working with citizens and community leaders, to identify a series of shared goals.

In 1984, Chattanooga Venture organized Vision 2000, a broad-based public forum that used heavy publicity to draw citizens from all parts of the community. At the heart of the process was the shaping of a vision for the future of Chattanooga, a descriptive synthesis of all the citizen brainstorming produced during the series of public meetings.

To develop this shared vision, Chattanooga Venture hired a facilitator with special expertise in establishing community visioning processes. While a consultant guided the process, a large pool of volunteers (professionals and citizens adept in facilitation and organization) assisted.

The visioning process was divided into three sets of meetings, with each set designed to produce a specific outcome. The first set of meetings was designed to generate ideas. The second set was aimed at organizing the ideas generated in the first. At this point, the community had developed a series of community goals and recommendations. The third and final set of meetings allowed the community to make a commitment to the vision.

Other regions have developed visioning programs that have much in common with the Chattanooga example, but they differ in some important respects.

3. The Oregon Model

Probably no state has been more involved in community visioning than Oregon. The Oregon model has four basic steps: a community profile ("Where are we now"), a trend statement ("Where are we going?"), a vision statement ("Where do we want to be?"), and an action plan ("How do we get there?"). This model suggests that a target year be chosen that is at least 10, but no more than 25, years into the future. A simplified version of this model can be completed in six months or less, while a comprehensive version can take a year or more. (Additional information about the Oregon Model is provided in Chapter 5, "Community visioning.")

4. The Pennsylvania Model

This model, developed by the Center for Rural Pennsylvania, is an example of a visioning process where quality of life is the object of visioning. Some questions to stimulate the formation of a vision under this model are: "What five things would really improve the community?" "What are the community's principal values?" and "What things in the community should be preserved?" The process itself is broken down into five tasks: defining the community's boundaries, inventorying and analyzing community resources, writing and adopting a vision statement, developing an action plan, and implementation.

5. The Missouri Model

This model has in common with the Pennsylvania model an orientation toward visioning the future community as a whole. The object is to focus on future possibilities instead of present or past problems. The centerpiece of the process is an action planning workshop that takes 3 to 5 hours and is typically held over 1 or 2 days. The workshop is almost entirely about formulating a vision and developing action plans to carry out that vision; community strengths and weaknesses and relevant trends are not considered.

6. The Arkansas Model

This model is similar to most of the others, in that it focuses on four basic questions: (1) "Where have we been?" (2) "Where are we now?" (3) "Where do we want to go?" and (4) "How will we get there?" Participants are asked to identify what they would like to see in their community in the future, and they may be prompted in specific areas such as economic development, education, and parks and recreation.

Innovative Land Use Controls

In addition to a build-out analysis, public involvement strategies, surveys, maps, and visioning models, the New Hampshire statutes provide for a number of innovative land use controls that can be used to help implement the master plan. These innovative land use controls may include, but are not limited to,

- timing incentives
- phased development
- intensity and use incentive
- transfer of development rights

- planned unit development
- cluster development
- impact zoning
- performance zoning
- flexible and discretionary zoning
- environmental characteristics zoning
- inclusionary zoning
- accessory dwelling unit standards
- impact fees
- village plan alternative subdivision